



Shrewsbury Public Schools

District Goals 2002-2003

*The Shrewsbury Public Schools in partnership with the community
will provide students with the skills and knowledge for the 21st
century, an appreciation of our democratic tradition,
and the desire to continue to learn throughout life.*

I. Curriculum, Instruction and Assessment**Central Office Liaison: Judith Evans**

Essential Question: Does the instructional program meet the educational needs of all students and result in steadily improving student achievement?

1. Continue work on prior district-wide initiatives.		
Action Steps	Sources of Evidence	Facilitator
1.1 Fully implement the Developmental Reading Assessment: grades 1- 3 and establish grade-level benchmarks.	Procedure Manual Teacher Training Student Assessment Forms Data collection and analysis	Judith Evans Reading Specialists Elementary Principals
1.2 Initiate the Developmental Reading Assessment in kindergarten.	Instrument for data collection Teacher Training Student Assessment Forms Data collection and analysis	Judith Evans Reading Specialists Judy Rogers Laura Williams
1.3 Continue training in and implementation of the John Collins <i>Writing Across the Curriculum</i> program. The ultimate goal will be a systemic writing program for the entire district.	Building-based training PD Workshops Samples of Student work	Judith Evans Marge Clark and Anne Steele
1.4 Continue the middle school math pilot and implement an integrated mathematics course at the High School.	Middle School pilot results Report to School Committee Curriculum guide Course assessment	Judith Evans, Stephen Lobban Jean Sullivan and Margaret Bilodeau
1.5 Revise the K-12 technology competencies for students and expand program implementation.	Revised competency guide Documentation of use Self-study documents for ITAMS program review	Judith Evans Robert Cornacchioli Technology Specialists
1.6 Continue professional development to support the implementation of differentiated instruction. Encourage all staff to participate in DI 1 or DI 2 workshops	Graduate course(s) Workshop Enrollment Study Groups	Judith Evans, DI Facilitators
1.7 Convene study committee to review approach to parent conferences.	Data Collection and Analysis Recommendation for change	Mary Beth Banios Linda Ferguson Judy Rogers
1.8 Continue effort to strengthen school cultures.	Building-based training Data collection and analysis Parent Programs	Anthony Bent School Leadership Team

1.9 Study the issue of bullying in public schools.	Workshops Data collection Report	Stephen Lobban Middle School faculty
1.10 Continue to expand the implementation of Community Service Learning to include all schools.	Documentation of staff and student involvement Mini-grant awards	Dan Gutekanst, Amy O'Leary, P.J. O'Connell, Kelly O'Connell, Elementary CSL Liaisons

2. Implement the Revised Program Review Process.

Action Steps	Sources of Evidence	Facilitator
1.1 Implement the revised process for the systematic review of curriculum.	Program Review Guide	Judith Evans
2.2 Begin the self-study process for Educational Technology and Media, Mathematics, and Science and Technology.	Agenda and Minutes Self-Study Documents	Judith Evans Curriculum Teams

3 Expand the district initiative to promote data-driven decision making.

Action Steps	Sources of Evidence	Facilitator
3.1 Develop and implement a transition folder to track student assessment in grades K - 6.	Transition Folders Staff training	Judith Evans and Curriculum Specialists
3.2 Revise and pilot a new elementary report card in the fall of 2002-2003 for full implementation in 2003-2004.	Coordinating Council Staff training Parent forums Revised Report Card	Judith Evans, Curriculum Specialists and Report Card Committee, Bob Cornacchioli
3.3 Implement newly developed Homework Policy.	Homework clinics Brochure Review of policy by School Committee	Margery Clark Anthony Bent School Leadership Team
3.4 Review Student Retention Policy.	School Committee policy	Anthony Bent, Steven Dupuis, Steve Lobban, Margery Clark, Judith Rogers, Jayne Wilkin
3.5 Review issues associated with requests for regular, early dismissals from school.	School Committee policy review	Anthony Bent, Joseph Sawyer Ken Largess
3.6 Expand the use of assessment data to develop instructional programs to meet the needs of all students.	Student Success Plans Remedial programs	Judith Evans, Principals, Counselors, Specialists, and Special Educators
3.7 Initiate a planning process to define a formal evaluation of the Middle School in the 2003-2004 school year.	Data collection Review Committee	Stephen Lobban

II. Teacher Excellence**Central Office Liaison: Thomas Kennedy**

Essential Question: Are teachers in the district well qualified and well prepared to provide a high quality of education to the students they teach?

1. Continue to develop effective practices in recruiting and hiring.		
Action Steps	Sources of Evidence	Facilitator
1.1 Involve staff in the recruitment process.	Activity of Teacher Recruitment Teams	Thomas Kennedy
1.2 Project short and long term staffing needs and develop recruitment strategies with an emphasis on promoting a diverse staff profile.	Needs projections Recruitment plans	Thomas Kennedy
1.3 Meet with new teachers to collect feedback regarding their entry into the Shrewsbury Public Schools.	Data from meeting	Anthony Bent Thomas Kennedy
1.4 Conduct exit interviews with teachers.	Data from interviews	Thomas Kennedy
1.5 Improve ABA technician recruitment and retention.	Training Meetings with staff Data Analysis	Thomas Kennedy

2 Continue to refine the professional development program and provide opportunities for staff development.		
Action Steps	Sources of Evidence	Facilitator
2.1 Review the Teacher Mentoring Program and develop a yearlong orientation program for induction teachers.	Teacher Mentor Activities New Teacher Orientation Induction Activities	Anthony Bent Thomas Kennedy Catherine Duchesneau
2.2 Evaluate the 2002-2003 PD Program and plan for 2003-2004.	Evaluation Report Plan for 2003-2004	Anthony Bent, Judith Evans, and PDC
2.3 Develop and maintain accurate records relative to teacher/administrative licensure.	Data Collection Data Base	Thomas Kennedy

3 Expand opportunities for teacher advancement.		
Action Steps	Sources of Evidence	Facilitator
3.1 Increase opportunities for experienced teachers to assume greater, compensated roles within the district.	Paid Internships Opportunities in the Professional Development Book	Anthony Bent Thomas Kennedy

III. Student Support Programs and Services**Central Office Liaisons: Anthony Bent and Judith Evans**

Essential Question: Does the district provide the supportive programs and services its students need to achieve educational success?

1. Review and revise procedures relating to the delivery of special education, reading, and Title I services.		
Action Steps	Sources of Evidence	Facilitator
1.1 Prepare for the Massachusetts Department of Education Coordinated Program Review.	Prepare and compile review documents	Judith Evans, Steven Dupuis, Jayne Wilkin, Laura Williams, Patricia Degon
1.2 Examine the role and responsibility of Elementary Psychologist/SPED Coordinator and make staffing recommendation.	Job Descriptions Staffing Projections	Steven Dupuis
1.3 Review the delivery of reading and Title I services and make recommendations to ensure an integrated program with an effective allocation of personnel resources.	Meeting minutes Staffing chart	Judith Evans, Laura Williams Elementary principals

2. Evaluate after-school and extra-curricular programs		
Action Steps	Sources of Evidence	Facilitator
2.1 Review Middle school after-program offerings, intramural programming, and make recommendations for improvement.	Data collection and analysis Revised program	Stephen Lobban, Gordon Warren, Patricia Degon

3. Strengthen the relationship between the Shrewsbury Schools and the local public safety departments.		
Action Steps	Sources of Evidence	Facilitator
3.1 Review the position of school resource officer at the middle and high school.	Adjusted schedule	Anthony Bent, Daniel Gutekanst, Stephen Lobban, Wayne Sampson
3.2 Update and modify, as needed, procedures and policies for school crisis plans.	Procedures and Policy Crisis Plans	Thomas Kennedy, Anthony Bent, Principals

IV. Leadership and Governance

Central Office Liaison: Anthony Bent

Essential Question: Does the district have effective leadership and governance?

1. Expand the district's activity in annual and longer range planning and goal setting.		
Action Steps	Sources of Evidence	Facilitator
1.1 Reshape the district goals in accordance with the District Performance Evaluation Instrument of the Massachusetts Department of Education and develop the District Improvement Plan.	District Goals District Improvement Plan	Anthony Bent
1.2 Align School Improvement Plans with the District Improvement Plan.	District Improvement Plan School Improvement Plans	Anthony Bent School Principals
1.3 Review format for the School Improvement Plans.	School Improvement Plans	Anthony Bent School Principals
1.4 Connect the <i>Excellence in Teaching</i> "White-Paper" to the development of policy and procedures.	SLT Agenda and Minutes	Anthony Bent School Leadership Team
1.5 Involve the Coordinating Council in important issues, including grade configuration discussion for 2003-2005.	Agenda and Minutes	Patrick Collins Anthony Bent
1.6 Review/improve teacher-parent communication strategies.	Data analysis Newsletters Teacher training	Anthony Bent Principals

2. Expand community and staff communication strategies.		
Action Steps	Sources of Evidence	Facilitator
2.1 Increase staff access to electronic information.	VPN training sessions OWA is activated	Bob Cornacchioli
2.2 Explore opportunities to improve communication via the Internet.	Increases access to school information via the Internet Meeting minutes	Bob Cornacchioli, Linda Ferguson, Joseph Sawyer
2.3 Pilot the "E-subscription" Program.	Subscription List Activity Log	Bob Cornacchioli, Linda Ferguson, Joseph Sawyer

2.4 Increase use of <i>Teacherweb.com</i> .	Increased number of classroom/teacher web pages	Bob Cornacchioli
2.5 Review programming on Channel 34 and make recommendations for improvement.	Programming Schedule Community Feedback	Anthony Bent Bob Cornacchioli

3. Continue accreditation efforts at school sites.

Action Steps	Sources of Evidence	Facilitator
3.1 Continue the high school self-study in preparation for the NEASC spring 2003 visit.	Accreditation documents	Daniel Gutekanst, Anne Steele, Justine Kavanagh
3.2 Complete the NAEYC accreditation process at the Beal School.	Accreditation documents	Judith Rogers Alice Brennan
3.3 Continue the NAEYC accreditation process for the Parker Road Preschool.	Accreditation documents	Mary Lammi

4. Strengthen the concept of continuous learning in the district.

Action Steps	Sources of Evidence	Facilitator
4.1 Broaden the offerings under the professional development program.	Expanded Professional Development book	Judith Evans Professional Development Committee
4.2 Consider the need for a community learning component to the school program	Meeting Minutes Report of Deliberations	Anthony Bent School Leadership Team

V. Business and Financial Management**Central Office Liaison: Patrick Collins**

Essential Question: Does the district maintain adequate accounting and financial reporting procedure to inform district-level and school-level decision making, ensuring effective managerial control over the use of funds, and facilitate accountability to the public?

1. Plan for future school space needs and facilities use.		
Action Steps	Sources of Evidence	Facilitator
1.1 Complete procurement of Furniture, Furnishings and Equipment for the new high school and prepare audit documents.	Purchasing	Patrick Collins, Daniel Gutekanst, Kenneth Largess Robert Cornacchioli
1.2 Monitor the renovation of the former high school for use as a middle school and form team for management of FF&E.	Planning Documents	Patrick Collins, Anthony Bent Stephen Lobban
1.3 Manage process for expansion of Parker Road facility and prepare for opening in September 2003.	Planning Documents	Patrick Collins, Steven Dupuis, Mary Lammi, Anthony Bent
1.4 Determine the grade configuration for 2004-2005.	Meeting Agenda Recommendation to School Committee	Anthony Bent School Leadership Team Coordinating Council
1.5 Convene meeting of town boards to address space issues.	Meeting agenda and minutes	Anthony Bent
1.6 Hold parent/community forums on student assignments.	Fall forum for 2003-2004 Spring forum for assignments 2004 and beyond	Anthony Bent
1.7 Determine timeline and communication strategy for the procurement of land for a new elementary school.	Timeline Planning documents	Anthony Bent School Leadership Team

2. Maintain an efficient school transportation system.		
Action Steps	Sources of Evidence	Facilitator
2.1 Implement transportation management software (Versatrans).	Program implementation	Patrick Collins Kelly Donahue
2.2 Review school transportation policy.	Revised Policy	Anthony Bent Patrick Collins

3. Facilitate the orderly and efficient handling of labor contracts.		
Action Steps	Sources of Evidence	Facilitator
3.1 Resolve representation issue relative to secretaries.	New compensation package	Thomas Kennedy
3.2 Negotiate a new contract agreement with SEA for Unit A (teachers).	Multi-year collective bargaining agreement	Thomas Kennedy
3.3 Negotiate a new contract agreement for Unit B (assistant principals).	Multi-year collective bargaining agreement	Thomas Kennedy
3.4 Negotiate a new contract with cafeteria employees.	Multi-year collective bargaining agreement	Thomas Kennedy